



# PROJECT MANAGEMENT CHALLENGE 2009

*Sixth Annual NASA Project Management Seminar*

## ABSTRACT AND BIOGRAPHY

### **Power of Accepting Criticism**

The cruelest barbs of our critics are frequently more valuable than the support of our friends. Project managers and their staff can easily fall into group think. Limiting perspective can cause vital warning signs to be missed. In the post mortem of many a failed project, it is frequently found that critics pointed out useful information that would have avoided disaster. So, while human nature instinctively mounts a defense against criticism, the most successful leaders learn from dissent. Learning to objectively evaluate criticism and dissent is not just difficult, it is very difficult. This forum discusses the ways that a wise leader learns to listen to critics and dissenters. Even more importantly, to learn essential truths in what lies behind sometimes poorly stated criticism for information that can be obtained in no other way. Dissent and criticism frequently arises from individuals or groups which have a different perspective from program or project leadership. Utilizing different perspectives gains a richer and more complete understanding of a problem and the potential solutions. Frequently the optimum solution is not invented by the home team. While most of us are schooled to believe there is one technically correct solution to any technical problem, the truth is that there are many approaches that may work and there are more considerations than the purely directly technical. Total costs are not always associated with budget. Optimum solutions require an understanding of the human element.

#### **Wayne Hale**

***Deputy Associate Administrator of Strategic Partnerships and Space Shuttle Program Manager***  
**NASA Johnson Space Center**

EDUCATION: Bachelor of Science in Mechanical Engineering, Rice University, 1976;  
Master of Science in Mechanical Engineering, Purdue University, 1978.

MARITAL STATUS: Married to the former Belinda Joyce Doty of Texas City, Texas.

CHILDREN: Two adult children and two grandchildren.

SPECIAL HONORS AND AWARDS: NASA Outstanding Leadership Medals 5/2007, 6/2005 8/1999; NASA Space Flight Awareness Leadership Award 1/17/02; NASA Exceptional Service Medal 4/15/92; National Space Club Goddard Memorial Astronautics Engineer of the Year 2007, National Air and Space Smithsonian Achievement of the Year 2007.

#### TECHNICAL PAPERS:

"Operation Experience with Hypersonic Entry of the Space Shuttle" with Ms. N. O. Lamotte of United Space Alliance and Mr. T. W. Garner of the National Weather Service,



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at the 11<sup>th</sup> AIAA/AAAF International Conference on Space Planes and Hypersonic Systems and Technologies, Sept. 29-Oct. 4, 2002, at Orleans, France, AIAA Paper number 17\_5259.

"Considerations in Rendezvous Launch Window Management" with Ms. B. A Conte of NASA at the 53<sup>rd</sup> International Astronautical Congress/World Space Congress, October 10-19, 2002, at Houston, Texas, AIAA paper number SpaceOps02-P-T3-56.

### EXPERIENCE:

1978-1985 NASA Johnson Space Center, Houston, Texas. Propulsion Systems Section, Flight Control Division of Flight Operations Directorate. Propulsion Officer for 10 early Space Shuttle flights.

May to Nov 1985 Head, Integrated Communications Section, Systems Division, Mission Operations Directorate.

Nov 1985 to March 1988 Head, Propulsion Systems Section, Systems Division, Mission Operations Directorate.

March 1988-January 2003 Flight Director for 40 Space Shuttle flights including 28 Ascent/Entry and 3 Lead Flight Director assignments.

2001 to January 2003 Deputy Chief of the Flight Director Office for Shuttle Operations.

February 1, 2003 to July 1, 2003 Space Shuttle Program Launch Integration Manager (KSC).

July 1, 2003 to September 2005 Deputy Manager, Space Shuttle Program.

September 2005 to February 2008, Program Manager, Space Shuttle Program

### CURRENT ASSIGNMENT:

February 2008 - Present Mr. Hale is the Deputy Associate Administrator of Strategic Partnerships, Space Operations Mission Directorate, where he is responsible for coordinating and building partnerships with other agencies, foreign space programs, academic and business entities in relation to space operations.

Hale is a recipient of the NASA Outstanding Leadership Medal, the NASA Space Flight Awareness Leadership Award, the NASA Outstanding Leadership Medal and the NASA Exceptional Service Medal.